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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

27 April 1984

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence
Chairman, National Intelligence Council

FROM: Herbert E. Meyer, Vice Chairman
National Intelligence Council

SUBJECT: 1984 Production Projections

1. The attached memo will show you what the NIC has done thus far in 1984, and what we expect to do between now and year's end.

2. Please note the extraordinary jump in the volume of IIMs and IIAs. We completed 18 of these papers in all of 1983; thus far in 1984 we have completed 12, and we are committed to complete another 29 for a 1984 total of 41. I attribute this sharp rise to the following:

-- Increased frustration with the NIE/SNIE process. NIOs are more and more willing to produce IIMs and IIAs instead of NIEs and SNIEs simply because the former products are easier to do and can be done much more quickly, often in a matter of days.

-- Demand from consumers. Policymakers are turning more and more to the NIOs for intelligence support, and the IIM/IIA format is a convenient one through which to respond. Moreover, we are being pulled by policymakers into a different type of intelligence. If one views NIEs and SNIES as "strategic" intelligence, one might say that the IIMs and IIAs are "tactical" intelligence. Again this is a reflection of our NIOs' widening contact with the policymaking community.

3. The growing demand for IIAs asnd IIMs, coupled with the NIOs' enhanced role around town, are on the whole encouraging trends. However, they inevitably aggravate a point we have talked about earlier: we have outgrown our shoes. The NIOs simply do not have sufficient help to perform all aspects of their jobs efficiently, and as always the important gets shoved aside by the immediate. More precisely, NIEs and SNIEs are getting sloughed off and becoming

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something that an NIO does in whatever time he and his Assistant have left. This accounts for the terrifying bulge that appears in the column for June. Of course we will produce several of these papers during that month, but we should anticipate that a bulge of this sort will often appear two to three months hence.

Herb

Herbert E. Meyer

Attachment: a/s


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25X1

26 April 1984

MEMORANDUM FOR: Herbert E. Meyer
Vice Chairman, National Intelligence Council

FROM: NIC Production Officer

SUBJECT: Projections, 1984 Production

1. 1984 PRODUCTION: COMPLETED & PROJECTED

| | Estimates | Memoranda Assessments | Total |
|---|---|---|---|
| January--April (ad hoc requests accounted for 75% of production) | 16 | 12 | 28 |
| May--December (Projected) | 43 | 29 | 72 |
| | 59 | 41 | 100 |

2. 1981--1984 PROJECTION

| | | | |
|---|---|---|---|
| 1981 | 28 | 27 | 55 |
| 1982 | 44 | 23 | 67 |
| 1983 (ad hoc requests accounted for 56% of production) | 55 | 18 | 73 |
| 1984 (including projections) | 59 | 41 | 100 |
| | 186 | 109 | 295 |

3. 1977--1980 PRODUCTION 50 102 143

4. PRODUCTION SCHEDULE MAY--DECEMBER 1984

| | ESTIMATES | MEMORANDA/ASSESSMENTS |
|---|---|---|
| MAY | 2 | 8 |

[redacted]

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